

**MANAGEMENT RESPONSE TO THE  
RECOMMENDATIONS OF THE  
ANNUAL EVALUATION REPORT 2010**



**ANNUAL CONSULTATION ON EVALUATION**

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**World Food Programme**  
Rome, Italy



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## **BACKGROUND**

1. The Secretariat takes note of the recommendations of the Annual Evaluation Report 2010. This document presents the management response and the planned actions to implement the recommendations.
2. The Secretariat is committed to improving efficiency and effectiveness in order to attain its Strategic Objectives. Greater synergies are being sought between activities and programmes, as well as with partners' activities, through prioritization on the basis of food security analysis, resource-informed project reviews and strengthened programme leadership.

<b>MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE ANNUAL EVALUATION REPORT 2010</b>			
<b>Recommendations</b>	<b>Action by</b>	<b>Management response and action taken</b>	<b>Implementation deadline</b>
<p><b>Recommendation 1:</b> Focus to improve outcomes. While remaining ambitious, WFP should consolidate its activities across smaller geographic spreads, to achieve improved efficiencies and heighten effectiveness.</p>	<p>Operations Department, Programme Division, Food Security Analysis Service, country offices and regional bureaux for implementation and oversight</p>	<p>Agreed.</p> <p>WFP assessment tools are used to identify the priority geographic areas for food assistance in a given country taking into account food security and nutrition indicators. As food security analysis systems and inter-agency efforts (including the Integrated Food Security Phase Classification) gain strength at the country level, they will be increasingly useful in setting and refining these priorities. When resources are insufficient to meet assessed needs, WFP agrees that it is important to prioritize available resources, including consolidating activities within geographic spreads, and that these decisions must be guided by context and in-country consultations.</p> <p>The country strategy process and the centralized review of programmes provide assurance that these priorities are being translated into programme planning.</p>	<p>Ongoing</p>
<p><b>Recommendation 2:</b> Extend synergies. WFP should focus on improving integration and synergies, both within its own programmes and with the activities of others, as the best means of creating multiplier effects and maximizing portfolio impact.</p>	<p>Operations Department, Programme Division</p>	<p>Agreed.</p> <p>The evaluation recognizes that WFP supports and participates in the United Nations and country-led planning processes.</p> <p>While steps are being taken to strengthen synergies with partners, one practical limitation is that most major United Nations partners plan at the national level, while WFP focuses on particular geographic areas.</p> <p>Ongoing strengthening of results-measurement systems will improve programme management through better reporting on results, and provide an additional incentive to maximize impact.</p> <p>Strengthened programme guidance and leadership capacity development will focus on consensus building with partners and will facilitate the internal integration of programmes for enhanced impact.</p>	<p>August 2011</p> <p>September 2011</p>

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Recommendations	Action by	Management response and action taken	Implementation deadline
<p><b>Recommendation 3:</b> Improve monitoring. WFP should improve the design of monitoring systems and make indicators less complex, less fragmented across operations and more readily measurable. These improvements may require reviewing internal and contracted monitoring capacities and incentives.</p>	<p>Programme Division, Performance and Accountability Management Division</p>	<p>Agreed.</p> <p>The Strategic Results Framework (SRF) provides a foundation for monitoring and reporting on all projects. Developed at the end of 2008, the SRF has allowed WFP to generate standard output and outcome indicators that are now reported on by country offices around the world in the annual reporting exercise, the Standardized Project Reports. Refinements are consistently being made to improve these indicators following the annual reporting exercise. This process also informs improvements to the guidance on methodology and data collection, which is available online through WFP's <i>Programme Guidance Manual</i>. In 2011, WFP will continue to ensure greater rigour in applying indicators. A management structure has been identified for review to strengthen and refine the application of indicator frames.</p> <p>The intention is to incorporate these indicators into the new corporate monitoring and evaluation tool (COMET), which is scheduled for rollout in 2012. The tool will allow for a one-system approach to capturing data for project logical frameworks, which will then be translated into actual results and performance reports.</p>	<p>July 2011</p> <p>December 2012</p>

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<p><b>Recommendation 4:</b> Increase effectiveness. WFP should review the reasons for shortfalls in the two areas where performance seems to be weakest – FFW and nutrition programmes – to determine ways of improving programming, funding and results to ensure it is working towards attaining all its Strategic Objectives.</p>	<p>Operations Department</p>	<p>Agreed.</p> <p>The following issues affecting effectiveness have already been identified:</p> <p>Programme leadership, guidance, and professional development: WFP is formulating a leadership capacity development programme for WFP's global programme leaders. The programme will address consensus building with major partners, including donors, and the use of results measurement in programme management. This long-term investment will strengthen the core leadership capacities of WFP's programme professionals. Impacts will include improvements in programme assessment and design, more effective consensus-building with partners, greater discipline in programme scope – including consideration of funding and technical capacities – and enhanced impact of implementation.</p> <p>Standards and guidance: WFP is currently developing standards based on best practices for labour-based conditional transfers (including food for work and cash for work). Guidance for WFP nutrition interventions is also being updated. WFP's standards and guidance are both aligned with its Strategic Objectives.</p>	<p>September 2011, with at least annual training sessions to follow</p> <p>June 2011</p>